

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2006
With Estimated Actual for the Year Ending June 30, 2005 and
Actual for the Year Ended June 30, 2004

	2004 Actual	2005 Estimate	2006 Budget
OPERATING REVENUES:			
Charges for services	<u>\$ 15,572,794</u>	<u>\$ 16,246,354</u>	<u>\$ 17,339,990</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 45,933	\$ 37,594	\$ 60,000
Capital contributions	330,708	-	-
Miscellaneous revenues	<u>441,807</u>	<u>554,590</u>	<u>295,849</u>
Total nonoperating revenues	<u>\$ 818,448</u>	<u>\$ 592,184</u>	<u>\$ 355,849</u>
OTHER FINANCING SOURCES:			
Proceeds from the sale of bonds	\$ 83,531	\$ -	\$ -
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>70,000</u>
Total revenues and other financing sources	<u>\$ 16,474,773</u>	<u>\$ 16,838,538</u>	<u>\$ 17,765,839</u>

CITY OF SALISBURY
FY 2005-2006 BUDGET SUMMARY
WATER AND SEWER FUND

		Actual		Budgeted		Requested		Mgr Recommends		Adopted
		FY 03-04		FY 04-05		FY 05-06		FY 05-06		FY 05-06
REVENUE	\$	16,496,273	\$	18,086,870	\$	16,397,000	\$	18,296,638	\$	17,765,839
EXPENSES		Actual		Budgeted		Requested		Mgr Recommends		Adopted
		FY 03-04		FY 04-05		FY 05-06		FY 05-06		FY 05-06
UTILITIES MGT & ADMINISTRATION										
Personnel	\$	862,255	\$	877,555	\$	980,315	\$	964,541	\$	967,691
Operations		6,112,568		2,771,692		3,064,163		3,137,850		2,951,734
Capital		19,214		58,800		56,000		55,000		55,000
TOTAL	\$	6,994,037	\$	3,708,047	\$	4,100,478	\$	4,157,391	\$	3,974,425
PLANT OPERATIONS - WATER TREATMENT										
Personnel	\$	319,199	\$	387,967	\$	368,214	\$	360,324	\$	360,324
Operations		574,444		512,995		836,682		837,008		712,508
Capital		-		-		20,500		15,000		15,000
TOTAL	\$	893,643	\$	900,962	\$	1,225,396	\$	1,212,332	\$	1,087,832
SYSTEMS MAINTENANCE										
Personnel	\$	916,889	\$	1,144,250	\$	1,463,482	\$	1,309,363	\$	1,118,514
Operations		1,057,057		1,244,458		1,310,606		1,307,903		1,275,203
Capital		163,107		611,783		418,658		442,000		442,000
TOTAL	\$	2,137,053	\$	3,000,491	\$	3,192,746	\$	3,059,266	\$	2,835,717
ENVIRONMENTAL SERVICES										
Personnel	\$	393,608	\$	434,489	\$	472,227	\$	462,997	\$	462,997
Operations		102,269		104,065		95,370		97,027		97,027
Capital		3,345		18,700		-		-		-
TOTAL	\$	499,222	\$	557,254	\$	567,597	\$	560,024	\$	560,024
PLANT OPERATIONS - WASTEWATER TREATMENT										
Personnel	\$	754,437	\$	792,909	\$	813,163	\$	795,175	\$	795,175
Operations		1,163,120		1,053,547		1,336,569		1,333,895		1,253,895
Capital		13,145		-		30,000		15,000		15,000
TOTAL	\$	1,930,702	\$	1,846,456	\$	2,179,732	\$	2,144,070	\$	2,064,070
METER SERVICES										
Personnel	\$	402,375	\$	421,527	\$	433,842	\$	421,704	\$	421,704
Operations		95,546		134,455		129,418		130,300		130,300
Capital		10,813		14,000		15,000		-		-
TOTAL	\$	508,734	\$	569,982	\$	578,260	\$	552,004	\$	552,004
PLANTS MAINTENANCE										
Personnel	\$	481,944	\$	528,971	\$	577,193	\$	563,029	\$	485,768
Operations		934,609		989,597		1,114,915		1,115,841		1,090,041
Capital		8,505		33,631		-		-		-
TOTAL	\$	1,425,058	\$	1,552,199	\$	1,692,108	\$	1,678,870	\$	1,575,809

	Actual FY 03-04			Budgeted FY 04-05			Requested FY 05-06			Mgr Recommends FY 05-06			Adopted FY 05-06		
DEBT SERVICE															
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-			
Operations		2,092,923		5,216,299		6,175,063		6,166,956		5,115,958					
Capital		-		-		-		-		-					
TOTAL	\$	2,092,923	\$	5,216,299	\$	6,175,063	\$	6,166,956	\$	5,115,958					
CAPITAL PROJECTS															
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-					
Operations		-		-		-		-		-					
Capital		-		735,180		-		-		-					
TOTAL	\$	-	\$	735,180	\$	-	\$	-	\$	-					
GRAND TOTAL															
Personnel	\$	4,130,707	\$	4,587,668	\$	5,108,436	\$	4,877,133	\$	4,612,173					
Operations		12,132,536		12,027,108		14,062,786		14,126,780		12,626,666					
Capital		218,129		1,472,094		540,158		527,000		527,000					
TOTALS	\$	16,481,372	\$	18,086,870	\$	19,711,380	\$	18,296,638	\$	17,765,839					

STATEMENT OF PURPOSE

To serve as the central management and administration source and engineering support for activities, operations, and projects related to Salisbury-Rowan Utilities (SRU).

COUNCIL PERFORMANCE GOALS

1. Operations - Utilize resources to effectively and efficiently maintain and operate existing and future equipment, infrastructure, and processes, while providing superior quality water and wastewater services and protecting public health and the environment.
2. Rates/Revenue - Manage the utilities in a manner that optimizes the utilization of resources and enables Salisbury-Rowan Utilities to charge competitive and affordable rates, while providing for capital and operational needs.
3. Customer Service - Provide accessible and responsive services and address customer needs efficiently and accurately.
4. Human Resources - Attract, retain, and reward a team of qualified employees committed to the Salisbury-Rowan Utilities' mission.
5. Stakeholder Communications - Be proactive in providing information, education, and public communication services.
6. Planning and Community-Wide Development - Operate Salisbury-Rowan Utilities according to well-defined plans supportive of the strategic plans of client communities.
7. Continue to develop joint water and sewer extension policies with consideration of managed growth criteria.

DEPARTMENTAL PERFORMANCE GOALS

1. Assist in cooperative effort with County to extend water and sewer to growth corridors.
2. Pursue update of SRU Plans that incorporates:
 - Revised Construction Standards
 - Revised Water Emergency Management Plan
 - Revised Water System Management Plan
 - New Development Process Ordinance and Manual
3. Continue strategic planning efforts resulting in short- and long-term plans for utilities expansion and implement major water and sewer capital improvement projects.
 - Complete optimization of Actiflo System and Chemical Feed Systems
 - Equipment upgrades at Town Creek and Grant Creek wastewater facilities
 - Complete Statesville interconnection
 - Complete Highway 70 annexation water and sewer
 - Complete Rockwell water main and lift station upgrades project
4. Continue efforts toward rate stabilization and overall fiscal stability. Expand focus and improve utilities fiscal function.
 - Development of comprehensive CIP
 - Additional staffing
 - Update of rate model
 - 5-Year budget projections
5. Complete the streamlining improvements to the Development Process:
 - Pursue Local Permit Program in conjunction with Development Services for water/sewer extensions within SRU service area
6. Complete renovation of 1 Water Street.
 - Basement floor renovations
 - Exterior and parking lot improvements
7. Pursue appropriate expansion of SRU system:
 - Complete negotiations and undertake interim contract operation and eventual assumption of the Faith sewer system
 - Work with East Spencer on the funding and construction of water and sewer system improvements (with plan for continued contract operation and eventual assumption)

- Consider consolidation and potential assumption of China Grove and Landis water and sewer systems as of July 1, 2005
8. Complete first phase of security improvements per EPA mandated Vulnerability Assessment.
 9. Provide improved project design and better construction management resulting in the timely completion of water and sewer extension projects.
 10. Be proactive in providing excellent customer service:
 - Respond to customer concerns quickly and professionally
 - Continue the quick turnaround on making new water and sewer taps and repairs
 - All SRU staff to participate in any customer service training offered by City
 11. Attract and retain qualified staff:
 - Continue staff training and development
 - Review and strengthen pre-employment hiring practices
 - Investigate the funding and implementation of an entity-wide wellness program
 - Provide more opportunities for certification of staff
 12. Implement a comprehensive work-order system to include inventory, maintenance record-keeping, and system improvements with full integration with the current GIS framework.
 13. Develop and track performance measures for operational areas, and adjust performance for continuous improvement based on results.

PERFORMANCE MEASURES

	FY-2004 Actual	FY-2005 Estimate	FY-2006 Projected
Administrative Workload			
FTEs	89	88	89
Total Population Receiving Water Service (countywide) *	45,000	45,500	46,000
Total Population Receiving Sewer Service (countywide) *	42,000	42,500	43,000
Land Area Spanned for Water Service (square miles)	44.4	44.8	45.5
Land Area Spanned for Sewer Service (square miles)	35.8	40.0	40.5
Number of Accounts	15,714	16,000	16,320
Residential Water Rate (per 1 CCF) **	\$ 2.30	\$ 2.47	\$ 2.66
Residential Sewer Rate (per 1 CCF)	\$ 2.96	\$ 3.17	\$ 3.43
Administrative Efficiency			
Employee Turnover Rate	14%	16%	15%
Operating Costs Per 1,000 Population Served (water)	\$ 144,218	\$ 146,198	\$ 148,225
FTEs Per Square Mile Served	2.00	1.96	1.95
Average Elapsed Days From Request To Connection ***	20	20	20
Average Residential Utility Bill as Percent of Median Income	1.61%	1.70%	1.75%
Administrative Effectiveness			
Average Years of Experience	8.06	8.70	9.55
Complaints Per Million Gallons Sold	0.167	0.165	0.159
Service Density (Population Served per Square Mile) - Water	1,014	1,016	1,011
Service Density (Population Served per Square Mile) - Sewer	1,173	1,063	1,062
Average Residential Rate Increase (% over prior year)	1.87	6.48	6.90

* Estimate

** 1 CCF = 100 cubic feet of water

*** Business Days

BUDGET REQUEST SUMMARY

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ 862,255	\$ 877,555	\$ 980,315	\$ 964,541	\$ 967,691
Operating	6,112,568	2,771,692	3,064,163	3,137,850	2,951,734
Capital	19,214	58,800	56,000	55,000	55,000
TOTAL	\$ 6,994,037	\$ 3,708,047	\$ 4,100,478	\$ 4,157,391	\$ 3,974,425

PERSONNEL DETAIL

Position Title	Authorized FY 03-04	Authorized FY 04-05	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Administration (100)					
Assistant City Manager for Utilities	1	1	1	1	1
Deputy Utilities Director	1	1	1	1	1
Finance & Administration Manager	1	1	1	1	1
Management Analyst	1	.5 ¹	.5	.5	.5
Dept Secretary/Senior Office Assistant	1	1	1	1	1
Senior Office Assistant	0	0	1 ⁶	1 ⁶	1 ⁶
Utility Plants Manager	0	0	1 ⁷	1 ⁷	1 ⁷
Utilities Engineering (800)					
Utilities Engineering Manager	1	1	1	1	1
Utilities Engineer I/II/III	2	2	1 ⁴	1 ⁴	1 ⁴
Engineering Technician I/II/III	1	1	1	1	1
Engineering Intern	1	1	0 ⁸	0 ⁸	0 ⁸
Utilities Construction Inspector	1	1	1	1	1
GIS Mapping Technician	1	0 ²	0	0	0
Utilities Project Manager	1	0 ⁴	0	0	0
GIS Technician	1	0 ³	0	0	0
Utilities GIS (801)					
Utilities Planning Manager	0	1 ³	1	1	1
GIS Mapping Technician	<u>0</u>	<u>2^{2,5}</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	14	13.5	13.5	13.5	13.5

¹ One half funding transferred to General Fund Management Services - Accounting

² Position transferred to Utilities GIS

³ Position transferred to Utilities GIS and reclassified

⁴ Position reclassified and transferred to General Fund – Engineering

⁵ New position

⁶ Position transferred from Plant Operations-Water Treatment Plant

⁷ Position transferred from Plant Operations-Plants Maintenance Administration

⁸ Position eliminated

CAPITAL OUTLAY

	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Utility Administration (100)			
Chiller Replacement	\$ 55,000	\$ 55,000	\$ 55,000
Utility GIS (801)			
Furniture	1,000	-	-
Total Capital Outlay	\$ 56,000	\$ 55,000	\$ 55,000

STATEMENT OF PURPOSE

To provide the customers of Salisbury-Rowan Utilities with a sufficient supply of high quality potable water that meets all regulation standards for purity, taste, appearance, and flow adequacy at a reasonable cost to the consumer.

DEPARTMENTAL PERFORMANCE GOALS

Complete start-up and optimization of Actiflo process, complete training for Operators and Maintenance staff, and develop standard operating procedures.

PERFORMANCE MEASURES

	FY-2004 Actual	FY-2005 Estimate	FY-2006 Projected
Water Treatment Workload			
Number of Water Treatment FTEs (includes lab & maintenance)	10	11	13.5
Millions of Gallons Potable Water Produced	2,635	2,577	2,600
Water Treatment Efficiency			
Number of FTEs Per Water Treatment Plant	10	11	13.5
Cost Per Million Gallons of Potable Water Produced	\$ 890	\$ 930	\$ 940
Water Treatment Effectiveness			
Average Water Plant Operational Capacity	60%	60%	60%
Average Daily Potable Water Turbidity (NTU)	0.06	0.06	0.06
Percent of Potable Water Sold to Total Treated	79.5%	83.0%	82.2%

BUDGET REQUEST SUMMARY

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ 319,199	\$ 387,967	\$ 368,214	\$ 360,324	\$ 360,324
Operating	574,444	512,995	836,682	837,008	712,508
Capital	-	-	20,500	15,000	15,000
TOTAL	\$ 893,643	\$ 900,962	\$ 1,225,396	\$ 1,212,332	\$ 1,087,832

PERSONNEL DETAIL

Position Title	Authorized FY 03-04	Authorized FY 04-05	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Water Treatment Plant (811)					
Water Treatment Supervisor	1	1	1	1	1
Senior Office Assistant	1	1	0 ²	0 ²	0 ²
Senior Water Treatment Plant Operator	1	2 ¹	3	3	3
Water Treatment Plant Operator I/II	<u>4</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	7	8	7	7	7

¹ New position

² Position transferred to Utilities Administration

CAPITAL OUTLAY

	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Water Resources (811)			
Polymer Feed	\$ 15,000	\$ 15,000	\$ 15,000
Turbidimeter	5,500	-	-
Total Capital Outlay	\$ 20,500	\$ 15,000	\$ 15,000

STATEMENT OF PURPOSE

To provide Salisbury-Rowan Utilities with an effective, efficient system for the distribution of potable water and the collection of waste through an equally effective, efficient sewer system.

DEPARTMENTAL PERFORMANCE GOALS

Continue Inflow & Infiltration (I&I) reduction efforts through repair and replacing of identified wastewater lines.

PERFORMANCE MEASURES

	FY-2004 Actual	FY-2005 Estimate	FY-2006 Projected
Distribution & Collection Workload			
Inch Miles of Collection Line Maintained	4,100	4,100	4,125
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	34	34	34
Total Water, Sewer & Irrigation Taps Installed by SRU	298	242	300
Distribution Line Failures	128	85	75
Collection Line Failures	108	62	85
Distribution & Collection Efficiency			
Cost Per Inch Mile of Collection Line Maintained	\$206.87	\$212.05	\$185.65
Cost Per Pump Station Maintained	N/A	\$ 15,841	\$ 15,906
Cost Per Lift Station Maintained	N/A	\$ 8,702	\$ 8,799
Cost Per Tap Installed (3/4" Water)	\$ 1,300	\$ 1,300	\$ 1,400
Cost Per Tap Installed (1" Water)	\$ 1,450	\$ 1,450	\$ 1,450
Cost Per Tap Installed (4" Sewer)	\$ 1,300	\$ 1,300	\$ 1,400
Distribution & Collection Effectiveness			
Incidents Per Inch Mile of Collection Line Maintained	0.026	0.015	0.018
Average Tap Installations Per Day (3/4" Water)	1	1	2
Average Tap Installations Per Day (1" Water)	1	1	2
Average Tap Installations Per Day (4" Sewer)	1	1	2

BUDGET REQUEST SUMMARY

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ 916,889	\$ 1,144,250	\$ 1,463,482	\$ 1,309,363	\$ 1,118,514
Operating	1,057,057	1,244,458	1,310,606	1,307,903	1,275,203
Capital	163,107	611,783	418,658	442,000	442,000
TOTAL	\$ 2,137,053	\$ 3,000,491	\$ 3,192,746	\$ 3,059,266	\$ 2,835,717

PERSONNEL DETAIL

Position Title	Authorized FY 03-04	Authorized FY 04-05	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Administration (100)					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	2	2	2	2	2
Senior Office Assistant	1	1	1	1	1
Asst System Manager-NEW	0	0	1 ¹	1 ¹	0
Distribution Maint. & Const. (850)					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	4	4	3	3	3
Utilities Maintenance Technician- <i>FROZEN</i>	0	0	1 ⁴	1 ⁴	1 ⁴
Hydrant Seasonal Worker (Temp/Full- Time)	2	0 ³	0	0	0
New Water/Sewer Connections (851)					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	4	4	3	3	3
Utilities Maintenance Technician- <i>FROZEN</i>	0	0	1 ⁴	1 ⁴	1 ⁴
Water/Sewer Service Replacement (853)					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	2	2	3	3	3
Utilities Maint Suprvr-South Rowan- NEW	0	0	1 ¹	1 ¹	0
Utilities Maint Tech-South Rowan- NEW	0	0	2 ¹	2 ¹	0
Preventive Maintenance (854)					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	3	3	2 ²	2	2
Collection Maint. & Construction (856)					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	4	4	4	4	4
Utilities Maintenance Supervisor-I&I	1	0 ²	0	0	0
Utilities Maintenance Technician-I&I	2	0 ²	0	0	0
Collection Inflow and Infiltration (858)					
Utilities Maintenance Supervisor-I&I Crew- <i>FROZEN</i>	0	1 ^{2, 4}	1 ⁴	1 ⁴	1 ⁴
Utilities Maintenance Technician- I&I Crew- <i>FROZEN</i>	0	1 ^{2, 4}	0 ²	0	0
Utilities Maintenance Technician- I&I Crew	<u>0</u>	<u>1²</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	31	29	32	32	28

¹ New position

² Position moved between cost centers

³ Position eliminated

⁴ Position frozen

CAPITAL OUTLAY

	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Water Distribution Maintenance (850)			
Hydraulic Tools/Powerpack	\$ 10,000	\$ -	\$ -
New Construction (851)			
Hydraulic Tools	5,000	-	-
Service Replacement (853)			
Hydraulic Tools	5,000	-	-
Preventative Maintenance (854)			
Camera Van Upgrade	35,000	-	-
Sewer Collection Maintenance (856)			
Hydraulic Tools	3,000	-	-
Water & Sewer Extensions (857)			
Water Line Extensions	174,329	221,000	221,000
Water Sewer Extensions	174,329	221,000	221,000
East Spencer (858)			
Hydraulic Tools	6,000	-	-
Hydrant Maintenance (859)			
Hydraulic Tools	6,000	-	-
Total Capital Outlay	<u>\$ 418,658</u>	<u>\$ 442,000</u>	<u>\$ 442,000</u>

STATEMENT OF PURPOSE

To operate the Salisbury-Rowan Utilities wastewater analysis laboratory and effectively operate the City's industrial pretreatment program.

DEPARTMENTAL PERFORMANCE GOALS

1. Develop commercial lab function for the water lab and increase revenue for both certified labs:
 - Develop a business and marketing plan
 - Build a client base for wastewater and water testing
 - Develop a system for reporting and billing lab clients
2. Develop, adopt, and administer a comprehensive Fats, Oils and Greases (FOG) ordinance and program which includes educating restaurant owners and the public and results in a reduction in the number of sanitary sewer overflows (SSOs) caused by FOG.
3. Stakeholder Communications and Public Education:
 - Increase public education efforts through brochures, newsletter, tours, presentations, etc.
 - Organize an industrial user seminar in an effort to educate permittees and others
 - Secure funding for a mercury thermometer exchange program

PERFORMANCE MEASURES

	FY-2004 Actual	FY-2005 Estimate	FY-2006 Projected
Environmental Services Workload			
Number of Water Analyses Performed *	14,191	16,000	16,000
Number of Wastewater Analyses Performed *	13,708	14,000	14,000
Number of Sanitary Sewer Overflows (SSO) ^ **	20	19	18
Number of Industrial Violations Reported or Detected ***	16	15	14
Number of Water Quality Complaints	36	33	30
Environmental Services Efficiency			
Cost Per Water Analysis	\$ 10.46	\$ 11.00	\$ 12.00
Cost Per Wastewater Analysis	\$ 15.99	\$ 17.00	\$ 18.00
Average Cost Per SSO Response	\$ 120.00	\$ 120.00	\$ 120.00
Average Cost Per Industrial Violation Reported or Detected	\$ 46.00	\$ 54.00	\$ 56.00
Average Cost Per Water Quality Complaint Response	\$ 41.00	\$ 45.00	\$ 46.00
Environmental Services Effectiveness			
Percent of Water Analyses Meeting or Exceeding Standard	100%	100%	100%
Percent of Wastewater Analyses Meeting or Exceeding Standard	100%	100%	100%
Percent of SSOs Responded To Within One Hour	100%	100%	100%
Percent of Industrial Violators Notified Within 24 Hours	100%	100%	100%
Percent of Complaints Addressed Within 24 Hours	95%	98%	99%

* Estimate

^ Number is dependent on rainfall, specifically inflow and infiltration from stormwater.

** Number of SSO episodes represents all occurrences, regardless of overflow size.

*** Number is contingent on how well each industrial enterprise maintains its system.

BUDGET REQUEST SUMMARY

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ 393,608	\$ 434,489	\$ 472,227	\$ 462,997	\$ 462,997
Operating	102,269	104,065	95,370	97,027	97,027
Capital	<u>3,345</u>	<u>18,700</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 499,222	\$ 557,254	\$ 567,597	\$ 560,024	\$ 560,024

PERSONNEL DETAIL

Position Title	Authorized FY 03-04	Authorized FY 04-05	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Support Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Laboratory Analyst	5	5	4 ¹	4 ¹	4 ¹
Chemist	<u>1</u>	<u>1</u>	<u>2¹</u>	<u>2¹</u>	<u>2¹</u>
TOTAL	9	9	9	9	9

¹ Reclassified

STATEMENT OF PURPOSE

To provide Salisbury-Rowan Utilities with a system capable of treating domestic and industrial waste generated by its customers using methods that satisfy all regulatory standards and requirements.

DEPARTMENTAL PERFORMANCE GOALS

Develop a plan for residuals process changes, identify funding source(s) and schedule implementation (producing a Class A product and eliminating or reducing land application program).

PERFORMANCE MEASURES

	FY-2004 Actual	FY-2005 Estimate	FY-2006 Projected
Wastewater Treatment Workload			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	30	31	33.5
Millions of Gallons Wastewater Treated	2,844	3,042	3,100
Tons of Dry Bio-Solids Land-Applied	2,615	2,745	2,882
Wastewater Treatment Efficiency			
Number of FTEs Per Wastewater Treatment Plant	15	16	17
Cost Per Million Gallons of Wastewater Treated	\$ 1,570	\$ 1,510	\$ 1,520
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$ 162	\$ 158	\$ 155
Wastewater Treatment Effectiveness			
Average Wastewater Plant Operational Capacity	62%	66%	68%
Average Daily Wastewater Effluent Turbidity (TSS **)	7.1	9.0	12.0
Percent of Treated Wastewater Billed	62.6%	59.7%	58.6%
Gallons of Wastewater Returned Per Potable Gallons Produced	1.08	1.18	1.19
Pounds of Solids Out Per Pounds In (de-water/land apply)	1843/2018	1935/2119	2032/2225

** Total Suspended Solids

BUDGET REQUEST SUMMARY

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ 754,437	\$ 792,909	\$ 813,163	\$ 795,175	\$ 795,175
Operating	1,163,120	1,053,547	1,336,569	1,333,895	1,253,895
Capital	13,145	-	30,000	15,000	15,000
TOTAL	\$ 1,930,702	\$ 1,846,456	\$ 2,179,732	\$ 2,144,070	\$ 2,064,070

PERSONNEL DETAIL

Position Title	Authorized FY 03-04	Authorized FY 04-05	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Administration (100)					
Wastewater Treatment Supervisor	1	1	1	1	1
Town Creek WWTP (901)					
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	4	4	4	4	4
Sr Wastewater Plant Operator (Temp/Part-Time)	0	1 ¹	0 ²	0 ²	0 ²
Grant Creek WWTP (902)					
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
Sr Wastewater Plant Operator (Temp/Part-Time)	1	0 ¹	0	0	0
Residuals Management (903)					
Residuals Supervisor	1	1	1	1	1
Residuals Operator	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	17	17	16	16	16

¹ Position moved between cost centers

² Position eliminated

CAPITAL OUTLAY

	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Residuals Management (903)			
Polymer Feeder	\$ 15,000	\$ 15,000	\$ 15,000
2nd Creek WWTP (904)			
De-Chlorination System	15,000	-	-
Total Capital Outlay	<u>\$ 30,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>

STATEMENT OF PURPOSE

To efficiently and effectively maintain, test, and read utility meters with a high degree of customer service.

DEPARTMENTAL PERFORMANCE GOALS

1. Research remote/radio reading (AMR) technology and develop phased implementation plan.
2. Develop, implement, and maintain a comprehensive backflow prevention program with an emphasis on public education.

PERFORMANCE MEASURES

	FY-2004 Actual	FY-2005 Estimate	FY-2006 Projected
Workload			
Meter Readings Per Fiscal Year	210,853	216,312	225,000
Efficiency			
Cost Per 100 Meter Readings	\$ 192	\$ 190	\$ 180
Effectiveness			
Percent of Meters Misread	N/A	0.01%	0.01%

BUDGET REQUEST SUMMARY

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ 402,375	\$ 421,527	\$ 433,842	\$ 421,704	\$ 421,704
Operating	95,546	134,455	129,418	130,300	130,300
Capital	10,813	14,000	15,000	-	-
TOTAL	\$ 508,734	\$ 569,982	\$ 578,260	\$ 552,004	\$ 552,004

PERSONNEL DETAIL

Position Title	Authorized FY 03-04	Authorized FY 04-05	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Meter Maintenance (852)					
Senior Meter Mechanic	1	1	1	1	1
Meter Mechanic	1	0 ¹	0	0	0
Meter Services Technician	1	2 ¹	2	2	2
Meter Reading (855)					
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader	4	0 ¹	0	0	0
Meter Services Technician	<u>2</u>	<u>6</u> ¹	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL	11	11	11	11	11

¹ Position reclassified

CAPITAL OUTLAY

	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
Meter Services (855)			
Radix System	\$ 15,000	\$ -	\$ -

STATEMENT OF PURPOSE

To maintain the process equipment for the Salisbury-Rowan Utilities' water and wastewater facilities and oversee the maintenance of the buildings and grounds of the treatment plants.

DEPARTMENTAL PERFORMANCE GOALS

Evaluate options for Spencer Simplex Lift Stations; select and implement best option.

BUDGET REQUEST SUMMARY

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ 481,944	\$ 528,971	\$ 577,193	\$ 563,029	\$ 485,768
Operating	934,609	989,597	1,114,915	1,115,841	1,090,041
Capital	8,505	33,631	-	-	-
TOTAL	\$ 1,425,058	\$ 1,552,199	\$ 1,692,108	\$ 1,678,870	\$ 1,575,809

PERSONNEL DETAIL

Position Title	Authorized FY 03-04	Authorized FY 04-05	Requested FY 05-06	Mgr Recommends FY 05-06	Adopted FY 05-06
P.M. Administration (000)					
Utility Plants Manager	1	1	0 ²	0 ²	0 ²
Maintenance Technician	0	0	2 ¹	2	2
P.M. Raw Water Supply (810)					
Plants Maintenance Technician	1	1	1	1	1
P.M. Water Treatment Plant (811)					
Plants Maintenance Technician	1	1	1	1	1
P.M. Sewer Maintenance (856)					
Utility Systems Supervisor	1	2 ¹	1 ¹	1	1
Plants Maintenance Technician	2	1 ¹	2 ¹	2	2
Plants Maint Tech-South Rowan-NEW	0	0	2 ³	2 ³	0
P.M. Town Creek WWTP (901)					
Systems Maintenance Technician	1	0 ¹	0	0	0
Plants Maintenance Technician	1	2 ¹	1 ¹	1	1
P.M. Grant Creek WWTP (902)					
Plants Maintenance Supervisor	1	1	1	1	1
Systems Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	12	12	10

¹ Position reclassified within the department/division

² Position transferred to Utilities Administration

³ New positions for South Rowan consolidation

STATEMENT OF PURPOSE

To provide for principal and interest payments on outstanding Water and Sewer Fund debt.

BUDGET REQUEST SUMMARY

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,092,923	5,216,299	6,175,063	6,166,956	5,115,958
Capital	-	-	-	-	-
TOTAL	\$ 2,092,923	\$ 5,216,299	\$ 6,175,063	\$ 6,166,956	\$ 5,115,958

DEPARTMENT - Capital Projects**BUDGET REQUEST SUMMARY**

	Actual FY03-04	Budgeted FY04-05	Requested FY05-06	Mgr Recommends FY05-06	Adopted FY05-06
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	735,180	-	-	-
TOTAL	\$ -	\$ 735,180	\$ -	\$ -	\$ -

